

CONFIDENTIAL

DD/S 64-2281
REGISTRY

Approved For Release 2003/09/04 : CIA-RDP84-00780R000600250028-1

FILE *Training 3*

20 APR 1964

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MEMORANDUM FOR: Instructor Admin, OTR

Roy:

I attended the first running of the program for re-orientation for supervisors on 10 April and have little to offer in the way of substantive suggestions for improvement. I think the subject was well covered, and I have no suggestion for additions.

I have heard a number of suggestions that someone set the stage for the session at an early point in the presentations. This may be a valid point for those who are not well aware of the purposes of the session before they arrive.

Whoever has the spot on the present timetable for 11:10 to 11:45 would, I believe, have a better audience if a break is established between that session and the one which it follows. There were a few sleepy and many restless persons among the audience.

I was impressed with the panel session and have heard many favorable comments; some suggesting that the time allotted the panel be increased substantially. I do not agree with these suggestions. I think the panel was a highlight in the program; but, I believe, maximum effective time was allotted to it; more time probably would result in facetious or silly questions. Two suggestions in the panel session which I hope never come to pass are: (a) a supervisor's handbook, and (b) a change in the fitness reports about every four years.

I believe that good supervisors benefit greatly from a session such as this. Many of them heard for the first time the policies, principles, and attitudes of senior Agency officials which, I suspect, are not always the same as those which they hear daily from their own supervisors.

I believe that sessions like this where the duties as well as the authorities and responsibilities of the supervisors are stressed do much more to enhance his job than the detailed do's and don't's in regulations, handbooks, etc., which I believe tend to water down the authority and function of the supervisor.

EO-DD/S:VRT:nft (17 Apr 64)

Distribution:

Orig - Adse

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1 - DD/S Chrono

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25X1

DD/S REGISTRY

FILE Training 3

14 April 1964

MEMORANDUM FOR: Director of Training

SUBJECT: Evaluation of the Supervisory Responsibilities Program

REFERENCE: Memorandum from Deputy Director for Support to Deputy Director for Intelligence, dated 7 April 1964

1. As requested in the above memorandum, Messrs.

were designated to attend and evaluate the first running of the Supervisory Responsibilities Program on 10 April. This memorandum is their critique.

2. The need for such a reorientation for supervisors has been manifest for some time. There have been sufficient examples of employees with personal, security, financial and medical problems that have gone undetected or at least not been handled as well as should have been to make such a course necessary. We believe that the reorientation program will serve to make some of the weaker supervisors more aware of their total responsibilities in managing personnel. It will also be a refresher and reminder of good personnel administrative practices for the better supervisors.

3. Mr. McCone and Col. White set a good pace and a high standard for other speakers to follow. It was especially gratifying to have the Deputy Director for Support discuss some of the leading and most current theories of management. We were at first somewhat alarmed at statements made by both of these speakers that left the implication that the only good supervision was hard-boiled and hard-nosed. There is no doubt that many supervisors have been weak and shirked their supervisory responsibilities. But this is not to say that in order to deal successfully with employees you have to put kindness and human compassion aside. Indeed, the more successful supervisors have a generous amount of these characteristics. What is important is that the supervisor not confuse so-called kindness with his responsibilities to manage. Col. White, seconded by Mr. Kirkpatrick, clarified this position during the panel

discussion, but many of us were bothered by what was obviously a misunderstanding of the remarks early in the day. (We were too busy judging and not busy enough listening!) If this could be clarified both of these talks will be excellent.

4. Dr. Tietjen's lecture was also excellent, and was enhanced by the use of amusing visual aids. We believe we can give Dr. Tietjen some unique DD/I-type stresses to illustrate when he talks to our people. While we realize that there are time limitations, we believe that he could spend about five minutes on danger signals for supervisors to be aware of in employee conduct. He need not attempt to make psychiatric screening officers out of supervisors. He could, however, outline behavioral manifestations that would make the supervisor watch the employee more closely and consult with the Medical Staff on questionable behavior.

5. Mr. Echols was left with the nuts and bolts of personnel practices for supervisors, which he adequately covered. In succeeding runnings, he might be able to tie in some of the remarks on general management theories made by preceding speakers with the day-to-day techniques of supervision. In addition, the major stress of Col. White's and Mr. Echols' addresses was placed on the supervisor's responsibilities to the Agency, to the Government, and to the job, in an orientation which was summed up succinctly by Mr. Echols' admonition that supervisors must understand that they are playing on the management team. No one can doubt that this is the major role of the supervisor and this role must receive heavy stress in a reorientation address. From the standpoint of our first-line supervisors, however, we feel that a bit more time and attention could profitably be payed to an examination of the role of the supervisor in providing conditions for his people favorable to motivation, inspiration, and initiative. Both the Director and the DD/S raised this role in their addresses, but it was not further examined.

6. Mr. Fuch's talk was satisfactory, but the subject is not as germane to the DD/I as it is to other parts of the Agency, and especially to the DD/P. Our supervisors do not handle money and have very few petty cash funds, but we do have continuity of experience with budgeting. Since handling moncy was the heart of the Finance Director's talk, it should be deemphasized for the DD/I running

of the course and a more general approach to fiscal responsibility substituted.

7. We did not stay for the security briefing because we had previously attended it. By the time the Supervisory Responsibilities Program is put on for DD/I supervisors, all except a few stragglers will have attended the Security Reindoctrination Course. We, therefore, recommend that the security lecture be dropped from the Program. If this lecture is eliminated, we believe that the course can be shortened to half a day without sacrificing its content. A suggested schedule would be on the following order:

0815-0830:	Director of Central Intelligence and/or DDI
0830-0915:	Deputy Director for Support
0915-1000:	Chief, Medical Staff
1000-1015:	Break
1015-1045:	Director of Finance
1045-1130:	Director of Personnel
1130-1230:	Panel

8. We believe the Panel was very good in wrapping up the Program, and should be continued. We suggest that the Director of Security be included to answer any questions which may arise in his areas, even if he does not lecture in the earlier part of the program. And by all means, include Col. White, even though he was not listed as a participant on the schedule.

9. We have made these suggestions hopefully to improve what is already an impressive program. We will be glad to confer with appropriate officers on the course to make it ready for the DD/I presentation.

cc: DD/S

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TRANSMISSION SLIP		DATE 17 Aug 64
TO: <i>DD/S</i>		
ROOM NO.	BUILDING	
7018 <i>XJ</i>		
REMARKS:		
FROM: <i>DDI/Gd</i>		
ROOM NO.	BUILDING	EXTENSION
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DD/S 64-2060

Approved For Release 2003/09/04 : CIA-RDP84-00780R000600250028-1

D D S R E G I S T R Y

F I L E Training 3

7 April 1964

MEMORANDUM FOR: (See below)

As you know, the first running of the Supervisory Responsibilities Program will be in the auditorium on Friday, 10 April 1964. I attach hereto the schedule for the day's program.

We are extremely anxious to critique and evaluate this first presentation so that we can decide what changes will be desirable for subsequent presentations to the remainder of the Agency's supervisors. While this first presentation is for DD/S supervisors, I should appreciate your designating three people to attend the entire presentation and to advise you and the Director of Training as soon thereafter as possible of any changes they recommend for subsequent presentations. I hope that you will designate senior personnel whose judgment would be valuable to all of us in attempting to make this important and time-consuming course as valuable as possible to all of our supervisors.

I should very much appreciate your giving the names of your representatives to [redacted] extension [redacted] before 10 April so that we can work with them in the total evaluation of the program.

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/3/

L. K. White
Deputy Director
for Support

Att

DD/S:LKW:jrf

Distribution:

- 0 - DD/I w/att
- 1 - DD/P w/att
- 1 - A-DD/S&T w/att

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- 1 - DD/S chrono

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SECRET

DD/S 64-2060

Approved For Release 2003/09/04 : CIA-RDP84-00780R000600250028-1

7 April 1964

MEMORANDUM FOR: (See below)

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We are extremely anxious to critique and evaluate this first presentation so that we can decide what changes will be desirable for subsequent presentations to the remainder of the Agency's supervisors. While this first presentation is for DD/S supervisors, I should appreciate your designating someone to attend the entire presentation and to advise you and the Director of Training as soon thereafter as possible of any changes he recommends for subsequent presentations. I hope that you will designate a senior person whose judgment would be valuable to all of us in attempting to make this important and time-consuming course as valuable as possible to all of our supervisors.

I should very much appreciate your giving the name of your representative to [redacted] extension [redacted] before 10 April so that we can work with him in the total evaluation of the program.

25X1

25X1

(Signature)

L. K. White
Deputy Director
for Support

Att

DD/S:LKW:jrf

Distribution:

- 0 - OGC w/att
- 1 - IG
- 1 - DD/S subject w/att
- 1 - DD/S chrono

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Reorientation for Supervisors

April 10, 1964

Amphitheater

0900 - 0915	Director of Central Intelligence
0915 - 1000	Deputy Director for Support
1000 - 1020	Break
1020 - 1110	Chief, Medical Staff
1110 - 1145	Director of Finance
1145 - 1300	Lunch
1300 - 1400	Security Staff Officer
1400 - 1450	Director of Personnel
1450 - 1510	Break
1510 - 1615	Panel (Chaired by Executive Director/ Comptroller Members - Director of Security, Director of Personnel, Director of Finance, Chief, Medical Staff)

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F I L E Training 3

7 April 1964

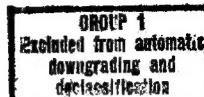
MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Personnel
Director of Security
Director of Training
Chief, Medical Staff

SUBJECT : Supervisory Responsibilities Program

1. As you know, the first running of the course for all supervisors will be presented on Friday, 10 April 1964, in the auditorium.

2. It will be necessary for us to evaluate this presentation very carefully in order to determine what changes are desirable for successive presentations for other DD/S supervisors and also to determine whether this or some other supervisor reindoctrination course would be more appropriate for the remainder of the supervisors in the Agency.

3. We will look to the DD/S Office Heads to provide the Director of Training not later than 20 April 1964 with a summary critique representing the views of the supervisors from their respective components. We are interested in any constructive comments you may have to offer. As a minimum, however, they should include the reaction of your supervisors as to whether the substance of the course should be expanded, reduced, or changed in some other way. Is the course too long or too short? If either, what suggestions do you have for changes in the schedule? What was the general reaction of your supervisors to this presentation? Did they find it merely useful, extremely useful, or was it a waste of time? Was it worth the time and effort taken to present and to attend? Was there a pattern of reaction among your supervisors? For example, was there a general reaction that could be attributed to senior supervisors as opposed to junior supervisors?

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4. I leave entirely to your discretion what internal procedures you establish within your office to ensure that your individual supervisors critique this presentation in such a way as to enable you to comply with this directive.

(SIGNED)

L. K. White
Deputy Director
for Support

DD/S:LKW:fp

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TRANSMITTAL SLIP

TO:

O/DD/S

ROOM NO.

BUILDING

REMARKS:

FROM:

O/ExecDir

ROOM NO.

BUILDING

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SECRET

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Executive Registry
64-3492

7 April 1964

MEMORANDUM FOR: Mr. Kirkpatrick

D D / S L E G I S T R Y

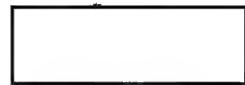
F I L E Training -

Kirk:

We are delighted that the Director has agreed to open our Supervisory Responsibilities Program on Friday.

I hope that you will live up to your personal promise to sit through the entire day and suggest that, in addition, you might like to have one other senior officer also attend, possibly someone from John Clarke's office. I have invited non-DD/S observers as follows: DD/P--3; DD/S&T--3; DD/I--3; IG--1; and OGC--1. Based upon their critiques, as well as our own, we can then decide what changes, if any, are desirable for subsequent presentations.

Incidentally, the schedule has changed slightly from the one I gave you a few days ago. A copy of the updated and, I hope, final version is attached.



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L. K. White

Att

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LBN

Reorientation for Supervisors

April 10, 1964

Auditorium

0900 - 0915	Director of Central Intelligence
0915 - 1000	Deputy Director for Support
1000 - 1020	Break
1020 - 1110	Chief, Medical Staff
1110 - 1145	Director of Finance
1145 - 1300	Lunch
1300 - 1400	Security Staff Officer
1400 - 1450	Director of Personnel
1450 - 1510	Break
1510 - 1615	Panel (Chaired by Executive Director/ Comptroller Members - Director of Security, Director of Personnel, Director of Finance, Chief, Medical Staff)

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7 Apr 64

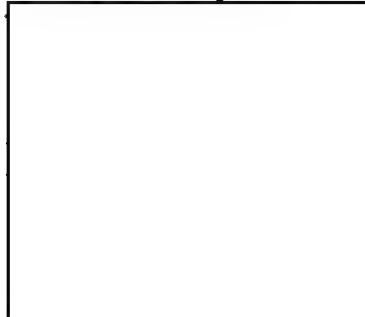
DD / S R E G I S T R Y
F I L E Training 3

MEMORANDUM FOR : Registrar Staff, Office of Training

25X1
ATTENTION : [redacted]
SUBJECT : Reorientation in Supervisory Responsibilities
REFERENCE : DD/S Administrative Instruction No. 64-4

In accordance with the instructions in the above reference, we are submitting below the names of the personnel from the Office of the Deputy Director for Support who will attend the subject reorientation, with the exception of those in the Special Support Assistant and his deputy, which were submitted previously. Those whose names are preceded by an asterisk plan to attend on 10 April 1964.

*Lawrence K. White
E. Gates Lloyd



25X1

151

[redacted]
Office of the Deputy Director
for Support

25X1

O-DD/S:MRW:bbb (7 Apr 64)

Distribution:

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1 - DD/S chrono

✓ 1 - DD/S subject

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USE ONLY

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Supervisory Responsibilities Program

D D / S R E G I S T R Y

F I L E Planning 3

FROM:		EXTENSION	NO.	DATE	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
				RECEIVED		
	Deputy Director for Support					
TO: (Officer designation, room number, and building)						
1. Executive Director- Comptroller	7D59 HQ					
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Kirk:

I am attaching a copy of the Supervisory Responsibilities Program for 10 April 1964 as well as a suggested speech.

I am sure you realize that there is a good deal of skepticism, even cynicism, about this Program, what it is likely to accomplish, etc. I therefore believe that it is important for either the Director or Deputy Director personally to kick it off. Since General Carter will not return until 9 April, I hope we can persuade Mr. McCone to do this for us. I repeat, I think that it is extremely important that either he or General Carter open the Program.

Sign

LKW

2 Atts.

DD/S:LKW:sbo

Distribution:

0 - Adse w/o & 2cc of atts.

1 - DD/S chrono

.1 - DD/S subject w/cc of atts.

SUPERVISORY RESPONSIBILITIES PROGRAM

10 April 1964

0900-0915	Director of Central Intelligence or Deputy Director of Central Intelligence
0915-1000	Deputy Director for Support
1000-1050	Director of Personnel
1050-1110	Break
1110-1200	Director of Security
1200-1300	Lunch
1300-1330	Director of Finance
1330-1415	Chief, Medical Staff
1415-1430	Break
1430-1600	Panel - Chaired by Executive Director Members: Director of Personnel, Director of Security, Director of Finance, and Chief, Medical Staff

Ladies and Gentlemen: You have been asked to come here this morning because I have directed that all supervisory personnel be reindoctrinated in and reminded of the broad scope of their responsibilities as supervisors in the CIA.

Several weeks ago I directed that a program be developed which would: (1) bring to our supervisors at all levels an increased awareness of their responsibilities beyond that of work accomplishment; (2) impress upon them the danger of failing to meet their responsibilities; and (3) help to insure understanding of Agency policies, authorities, and facilities pertinent to the execution of these responsibilities.

In these next six or seven hours there will be a series of presentations especially designed to acquaint you with those somewhat less obvious areas of your responsibilities. Because we are an organization of many specialists it is very often difficult for us as supervisors to fully appreciate those aspects of our responsibilities which lie outside the technical requirements and specialization of our daily work. By this I mean that the area specialists, the case officers, the linguists, the economists, and the scientists tend to devote their energies and interests to the basic

REVIEWED
requirements of the work itself. Some of the other responsibilities of supervisors, such as the most effective utilization, training, and development of personnel; the maintenance of security; the proper handling of funds; the maintenance of suitable standards of fitness and conduct, often seem to be only vaguely in the conscious concern of some supervisors and further they seem to think that these can all be left to staff elements or support offices such as Personnel, Training, Security, the Medical Staff, and so on. It is true that these offices are competent and prepared to render many services, but it's also true that all of these factors are part of the responsibilities of each supervisor.

This program and this emphasis today does not represent any change or anything new in the way of policies or responsibilities. Indeed, the same principles of conduct and responsibility have been stated many times and in many ways. Our official directives, handbooks, notices, etc., have treated all of these considerations in careful detail. Nonetheless, we are all aware that there have been and continue to be too many cases where waste and serious difficulties have arisen directly attributable to irresponsible supervision or at least inattention to supervisory responsibilities.

For example, it recurringly comes to my attention that from time to time the personal conduct or job performance of an employee is so deficient that it is at least highly questionable whether he is suitable for continued employment in CIA. In few instances is the deficiency or transgression a spontaneous or isolated affair; rather, investigation usually discloses a lengthy process of deterioration in performance and/or moral fiber. Far too frequently there is evidence that supervisors at all levels have not taken reasonable corrective action to guide, criticize, and discipline. In some instances most serious defects have been quietly tolerated or even concealed for misguided reasons of compassion or friendship with inadequate regard for the vital interest of the Agency and the Government.

Agency regulations and procedures for the official investigation and handling of these matters, if complied with, should assure discreet, equitable, and effective solutions to any questions of employee suitability that may arise.

As many of you know, I have been most impressed with and have taken great pride in the professional competence of this agency. Before Congressional committees and other appropriate audiences I have many times taken the opportunity to cite figures and incidents which describe

the professional training, skill, and accomplishments of our personnel. Now it is my desire that we do everything possible to achieve comparable excellence in our supervisory and managerial abilities. The fact that we have outstanding personnel assets and an impressive history of accomplishment places on us even greater responsibilities as supervisors. Not only must we continue to live up to our past record; we must expect and be prepared for greater challenges. We cannot expect more personnel or more funds to meet new demands. The burden rests heavily then on the supervisors to promote new growth and new levels of competence through improved organizational and personal excellence. We must, therefore, be relentless in our efforts to achieve the highest standards of ability and behavior. We must also demand the most responsible, the most effective supervision. We must make more use of our ability to discharge from the Agency the incompetent, the irresponsible, the morally deficient and any others who weaken our ability or endanger our security. If our mechanisms, policies, and procedures are inadequate to your tasks, it is your responsibility to help find better methods and approaches. There can be no compromise of integrity, fairness, or justice in our dealings with either our personnel or our public trust.

These are some of the reasons why I have directed that all supervisors from the Deputy Directors on down through all levels of supervision be brought together to have impressed on them a greater awareness of their total responsibility, keener appreciation of the necessity for meeting these responsibilities, and an increased understanding of the capabilities within the Agency that are available for your assistance. I want to stress a few simple principles which will be repeated and elaborated on in the oncoming discussions. The first principle I want to stress is that we must at all levels think in terms of the Agency's mission--the Agency's goal--and that we must subordinate our personal and compartmental pride and prejudices to the greater tasks of the Agency. Our actions must be dictated by the best interests of the Agency. We cannot tolerate delays, wastes, or conflicts based on parochialism, "empire building", or any other form of subjectivity or pettiness. A second principle that I wish to stress is that all supervisory tasks and responsibilities must be faced up to no matter how unpleasant they might be. To evade, avoid, or cover up potential conflict can only undermine the whole organization. The third point that I want to impress

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deeply is that the burden of professional and personal excellence of our entire organization rests heavily on your shoulders and that you must be continuously aware of the fact that you are at all times, by both commission and omission, setting examples and training your subordinates.

Our growth from here on must be in the form of higher standards, improved skills, and greater competence. We must, therefore, demand more responsible, more able, supervision.

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DD / S R E G I S T R Y
F I L E Training 3

STAT

715 Broyhill

Roy:

I have sent copies of the attached speech to Emmett Echols, John Tietjen, Bob Fuchs, and Bob Bannerman and have requested any suggestions that they care to offer. I should very much appreciate your constructive criticism as soon as possible. I must put this to bed and get on with some other work pretty soon.

LS/

LKW

3 APR 1964

Deputy Director for Support

STAT

7D26 HQ

████████

DD/S:LKW:jrf

Distribution:

- 0 - Adse w/cy of DD/S speech to Supervisors Course
- 1 - DD/S subject
- 1 - DD/S chrono

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10/15/44 1985

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SPA-DD/S

7D02 HQ

STAT

This is probably not the final version,
but it is pretty close to what I propose to
say at the Supervisors Course. I should
appreciate your reading it and giving me
your candid suggestions for improvement
or change as soon as possible.

/S/

LKW

3 APR 1964

Deputy Director for Support

7D26 HQ

██████████

DD/S:LKW:jrf

Distribution:

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to Supervisors Course

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Director of Personnel

5E56 HQ

Eck:

While the attached speech is probably not the final version of what I propose to say at the Supervisors Course, it is probably pretty close. I thought that it might be helpful to you and others to try to make sure that we have an integrated presentation, and I should appreciate any suggestions or comments you may have. Please get them to me as soon as possible.

LW

LKW

3 APR 1964

Deputy Director for Support

STAT

7D26 HQ

DD/S:LKW:jrf

Distribution:

0 ea. to D/Pers, D/S, C/MS, D/F w/cy of DD/S speech
to Supervisors Course

v1 - DD/S subject

1 - DD/S chrono

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UNCLASSIFIED	CONFIDENTIAL	SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	D.../		M3
2	C/PPS	26 April 67	OPM
3	A/O/S		OPM
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
Remarks: <p>3 - Attach is orig & 2cc of suggested speech for DCI for DD/CIS. Slight changes would be necessary for use by DCI. JAR</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.		DATE	
[Redacted]		26 April 67	
UNCLASSIFIED	CONFIDENTIAL	SECRET	

STAT

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DRAFT
1 April 1964

Ladies and Gentlemen: You have been asked to come here this morning because I have directed that all supervisory personnel be reindoctrinated in and reminded of the broad scope of their responsibilities as supervisors in the CIA.

that a Program be developed
Several weeks ago I directed ~~Colonel White, Deputy Director for~~
~~Support, to develop a program~~ which ~~that would:~~ (1) bring to our supervisors at all levels an increased awareness of their responsibilities beyond that of work accomplishment; (2) impress upon them the danger of failing to meet these responsibilities; and (3) help to insure understanding of agency policies, authorities, and facilities pertinent to the execution of these responsibilities.

In these next six or seven hours there will be a series of presentations especially designed to acquaint you with those somewhat less obvious areas of your responsibilities. Because we are an organization of many specialists it is very often difficult for us as supervisors to fully appreciate those aspects of our responsibilities which lie outside of the technical require-

-2-

ments and specialization of our daily work. By this I mean that the area-specialists, the case officers, the linguists, the economists, and the scientists tend to devote their energies and interests to the basic requirements of the work itself. Some of the other responsibilities of supervisors, such as the most effective utilization, training, and development of personnel; the maintenance of security; the proper handling of funds; the maintenance of suitable standards of fitness and conduct, often seem to be only vaguely in the conscious concern of some supervisors *they seem to think* and further, that these can all be left to staff elements or support offices such as Personnel, Training, Security, Medical Staff, and so on. It is true that these offices are competent and prepared to render many services, but it's also true that all of these factors are part of the responsibilities of each supervisor. This program and this emphasis today does not represent any change or anything new in the way of policies or responsibilities. Indeed the same principles of conduct and responsibility have been stated ⁱⁿ many times and ⁱⁿ many ways. Our official directives, handbooks, notices, etc.

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have treated all of these considerations in careful detail. Nonetheless, we are all aware that there have been and continue to be too many cases where waste and serious difficulties have arisen directly attributable to irresponsible supervision or at least inattention to supervisory responsibilities. For example, it recurringly comes to my attention that from time to time the personal conduct or job performance of an employee is so deficient that it is at least highly questionable whether he is suitable for continued employment in CIA. In few instances is the deficiency or transgression a spontaneous or isolated affair; rather, investigation usually discloses a lengthy process of deterioration in performance and/or moral fiber. Far too frequently there is evidence that supervisors at all levels have not taken reasonable corrective action to guide, criticize, and discipline. In some instances most serious defects have been quietly tolerated or even concealed for misguided reasons of compassion or friendship with inadequate regard for the vital interest of the Agency and the Government.

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Agency regulations and procedures for the official investigation and handling of these matters, if complied with, should assure discreet, equitable, and effective solution to any questions of employee suitability that may arise.

As many of you know, I have been most impressed with and have taken great pride in the professional competence of this agency. Before Congressional Committees and other appropriate audiences I have many times *and the Director has* taken the opportunity to cite figures and incidents which describe the professional training, skill, and accomplishments of our personnel. Now it is my desire that we do everything possible to achieve comparable excellence in our supervisory and managerial abilities. The fact that we have outstanding personnel assets and an impressive history of accomplishment places on us even greater responsibilities as supervisors. Not only must we continue to live up to our past record; we must expect and be prepared for greater challenges. We cannot expect more personnel nor more funds to meet new demands. The burden rests heavily then on the supervisors to promote new

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growth and new levels of competence through improved organizational and personal excellence. We must, therefore, be relentless in our efforts to achieve the highest standards of ability and behavior. We must also demand the most responsible, the most effective supervision. We must make more use of our ability to discharge from the agency the incompetent, the irresponsible, the morally deficient and any others who weaken our ability or endanger our security. If our mechanism, policies and procedures are inadequate to your tasks, it is your responsibility to help find better methods and approaches. There can be no compromise of integrity, fairness, or justice in our dealings with either our personnel or our public trust.

These are some of the reasons why I have directed that all supervisors from the deputy directors on down through all levels of supervision be brought together to have impressed on them a greater awareness of their total responsibility, keener appreciation of the necessity for meeting these responsibilities, and an increased understanding of the capabilities

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within the agency that are available for your assistance. I want to stress a few simple principles which will be repeated and elaborated on in the oncoming discussions. The first principle I want to stress is that we must at all levels think in terms of the agency's mission -- the agency's goal -- and that we must subordinate our personal and compartmental pride and prejudices to the greater tasks of the agency. Our actions must be dictated by the best interests of the agency. We cannot tolerate delays, wastes or conflicts based on parochialism, "empire building" nor any other form of subjectivity or pettiness. A second principle that I wish to stress is that all supervisory tasks and responsibilities must be faced up to no matter how unpleasant they may be. To evade, avoid, or cover up potential conflict can only undermine the whole organization. The third point that I want to impress deeply is that the burden of professional and personal excellence of our entire organization rests heavily on your shoulders and that you must be continuously aware of the fact that you are at all times, by both commission and omission, setting examples and training your subordinates.

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Our growth from here on must be in the form of higher standards,
improved skills, and greater competence. We must, therefore, demand
more responsible, more able supervision.